

Memorandum



Date: September 15, 2004

To: Honorable Chairperson Barbara Carey-Shuler, Ed.D.
and Members, Board of County Commissioners

From: George J. Burgess
County Manager

**RCA Add-On
Agenda Item No. 5 (B)**

Subject: Performing Arts Center Progress Report

Consistent with the restructure plan, my office held a team partnering session with all stakeholders including the contractor, architectural team and other project consultants. The purpose of the meeting, which was attended by approximately 50 stakeholders, was to establish improved methods of communication and to commence the process of establishing trust and a team approach to the completion of the PAC. As a result of this meeting, we have seen a noticeable improvement in the working relationships among subcontractors and project team members as was evident with the preparation of the project site during recent hurricane threats. Other accomplishments include:

- Relocation of the A/E Miami team and introduction of additional A/E resources to the project, all housed and operating from the on-site team office complex. The field office trailers are currently being reconfigured to consolidate the remaining project team members, i.e. County staff and Program Manager.
- Initiated staff reductions in accordance with the realigned priorities of the restructuring plan.
- Integration of Lean Construction concepts which involve collaborative and agreed short interval schedule preparation and execution resulting in improved work flow. Process includes input, commitment, and execution from all project team members.
- Implementation of a streamlined process which has project team members working together to resolve pending Subcontractors Change Order Requests.
- Commencement of important "team committee" work, involving all members of the various project stakeholders, on such critical items as project schedule, office remodeling, subcontract pay applications, change order processes, etc.

As proof that the restructure plan can have a positive impact on the project, we are seeing improvements in the management of the construction process as well as the accomplishment of specific construction tasks. To date we have established a Technical Desk, consisting of design and construction professionals, which more efficiently and timely resolves design-related issues and submittal reviews. We have also initiated development of a revised project

cost management system that will be utilized by all parties in a collaborative manner. In fact, since the implementation of the restructure plan, we have seen a measurable reduction in the quantity of submitted subcontractor change order requests, and we have reached 64.5% completion. Other improvements include:

- The average number of employees on site on a daily basis has increased from 260 to 320. This number is projected to increase to 400 by November. Furthermore, by the 4th quarter of 2005 it is anticipated that we will average 800 employees on site.
- Implemented changes in PACB's management to focus attention primarily on construction, schedule and quality control.
- Installed 23 of the 84 reverb doors at Concert Hall using an installation plan developed, in part, via cooperative work sessions with the A/E. Door installation continues daily.
- Conducted two Reverse Phase Scheduling exercises, for Mock-ups and Temp A/C and Power, which have established work paths and milestones for these two critical sets of activities. These sessions have involved the A/E, in keeping with the total team approach now prevalent on the project. Additional sessions have been scheduled.
- Remobilization of curtain wall subcontractor for installation of the Concert Hall lobby curtain wall.
- Completion of all high roof concrete placements which will allow membrane roofing to commence.
- Installation of balance of major air handling equipment at Concert Hall.
- Commencement and continuation of stone activities at the Attic level of Ballet Opera House.
- Commencement of major work on top of the auditorium scaffolds for both buildings. These groups of activities form the basis for the individual building critical paths and will be ongoing for approximately 12 to 15 months.
- Selection and team agreement of the Banquet Hall in Ballet Opera House as space for construction of assembly mock-ups. Room infrastructure completed to point of assembly mock-up commencement and continuation.


Assistant County Manager

Construction progress for the Performing Arts Center of Greater Miami.

Construction Status:

Project is estimated to be 64.5 % completed. Last May, 54.8% was completed while by the end of July 61.5% was completed. Typically progress has been averaging 3% completion per month.

Manpower has increased from an average of 260 men to 320 men. It is expected that the effects of the restructuring will be fully realized by October/ November at an average of 400 men.

Manpower peak is expected by the fourth quarter of 2005, at 800 men. This will occur during the interior finishes installation.

Sanford and Dolores Ziff Ballet/Opera House:

Exterior Stone installation on the east roof façade is on-going, weather proofing for the west roof façade is scheduled to begin in late September followed by stone installation in early October. The stone installation on the roof level façades has been prioritized in order to improve the roofing installation schedule.

Concrete slab pours are in progress at several locations: The Audience Chamber concrete pour for the West side Intermediate level ramp was completed as scheduled. The East side Intermediate level ramp is scheduled to be poured by late September followed by the Catwalk level ramps in mid October. Rehearsal Hall roof slab is scheduled to be poured by mid October followed by the Studio Theatre roof slabs. Roof curb above the West elevation intermediate level auxiliary spaces is scheduled to be by mid October. Rain Water Leader pipe installation for main roof gutters and secondary gutters are ongoing. Prep work at roof slabs is complete and awaiting punch list followed by single ply roofing installation which is scheduled to begin at the main roof slabs in early October.

Masonry and formwork for wall, column and beam installation is in progress at all internal shear walls including proscenium opening attic level, audience chamber 4th tier and back-stage attic level. Masonry wall installation at the Rehearsal room and adjacent auxiliary spaces at box level are in progress. Interior masonry walls for electric and mechanical rooms is ongoing throughout, intense focus on completing the electric and mechanical rooms is directly related to achieving the start-up of A/C and subsequently the interior finishes. Exterior masonry walls at the North and South facades are complete, the West façade is ongoing between the Intermediate and attic levels and the East façade is presently on-going at the Box and 2nd tier levels.

Installation of miscellaneous metals, mechanical, electrical, plumbing and fire protection will be on-going until the project nears completion. Installation of electrical conduit and boxes is in progress at the Audience Chamber along with main electrical feeders for the dimmer room and secondary wiring for panels and outlets at the North and West side service and mechanical spaces. Mechanical ductwork installation continues at West side auxiliary spaces, Air handling units located at East side 2nd tier, west side 2nd tier and north side intermediate level mechanical rooms are scheduled to be secured in place by the end of September. FPL transformers are set in the FPL Vault, wiring is in progress.

Major activities scheduled for the month are: Continued concrete placement of ramps at intermediate and catwalk level of the audience chamber, masonry installation of interior, shear, acoustical, electric and mechanical room walls along with continued installation of mechanical, electrical, plumbing and fire protection.

Art Deco Tower:

Mechanical ductwork installation was completed as scheduled, stairwell and handrail fabrication is on-going.

Ninety day major milestones:

Completion of Audience Chamber enclosure
Start up of A/C in limited areas for preparation of interior finishes
Completion of FPL permanent power
Commencement of roofing membrane
Commencement of stage rigging

Carnival Symphony Hall:

Exterior Stone installation of scaffolding at the West façade roof level, smoke evacuation chamber is scheduled to begin by mid September, followed by waterproofing and stone installation.

Concrete slab pours are in progress at several locations: Pours are ongoing at the Auxiliary spaces and service areas along the East façade 2nd tier level and West façade Orchestra level is nearing completion. North entrance ADA ramp and stair at Orchestra level is completed at the main lobby, and the scaffold erection has begun to facilitate the lobby ceiling work. Concrete patchwork for shear wall #4 and #2 has been completed and the steel plating work to attach the curtain wall frame is underway and will be completed by mid September.

Masonry and formwork for wall, column and beam installation is nearing completion for all internal shear walls at the Audience Chamber. Interior masonry wall installation is in progress at the auxiliary spaces located at the West side Orchestra, Box and 2nd tier levels. Interior masonry walls for electric and mechanical rooms is ongoing throughout, completion of the electric and mechanical rooms is a priority in both buildings in order to achieve the start-up of A/C and subsequent interior finishes. Exterior walls for the East façade are in progress and presently completed up to the 2nd tier. Layout work for the "clips" to install the glass curtain wall has begun and installation of the glass panels is scheduled to begin in early October. Reverb door installation is ongoing, doors are being installed in two phases, first phase will be the doors located behind the stage followed by the doors located behind the audience seating at both East and West facades. Each bay contains 2 door leafs, presently 11.5 bays or 23 leaves have been installed and work has begun on the east side audience chamber doors. Interior fireproofing at the Main lobby is in progress

Installation of miscellaneous metals, mechanical, electrical, plumbing and fire protection will be on-going until the project nears completion. Installation of electrical conduit and boxes is in progress at the Audience Chamber along with main electrical feeders and secondary wiring for panels and outlets throughout. The FPL vault room is scheduled to be completed in October followed by FPL equipment installation. The emergency generator and related switchgear equipment has been placed on the second tier and final terminations are scheduled to begin by the end of September. The mechanical room at the basement tunnel area is completed and the air handling equipment has been lowered in place and set on pads. The equipment for the Hydraulic elevators has been delivered, and work has begun to prepare the shafts for installation.

Major activities scheduled for the month are, continued concrete placement of auxiliary and service area spaces along the East and West façades, interior masonry wall installation at auxiliary spaces, electrical and mechanical rooms, installation of clips at curtain wall and continued installation of reverb doors, mechanical, electrical, plumbing and fire protection.

Ninety day major milestones:

Curtain wall will be 95% completed

Completion of Reverb Doors

Completion of exterior masonry enclosure

Completion of FPL permanent power

Start up of A/C in limited areas for preparation of interior finishes

Commencement of roofing membrane